2021 INVESTOR DAY

China Retail Marketplaces- An Ecosystem with High-quality and Sustainable Growth

JIANG Fan, President of Taobao, Tmall and Alimama

01 **Marketplace & Consumer Growth**

平台与消费者成长

02 **Category and Product Supply Expansion**

多元供给与品类发展

03 **Consumer Experience Upgrade**

消费体验升级

04 **High-quality and Sustainable Business Platform for Merchants**

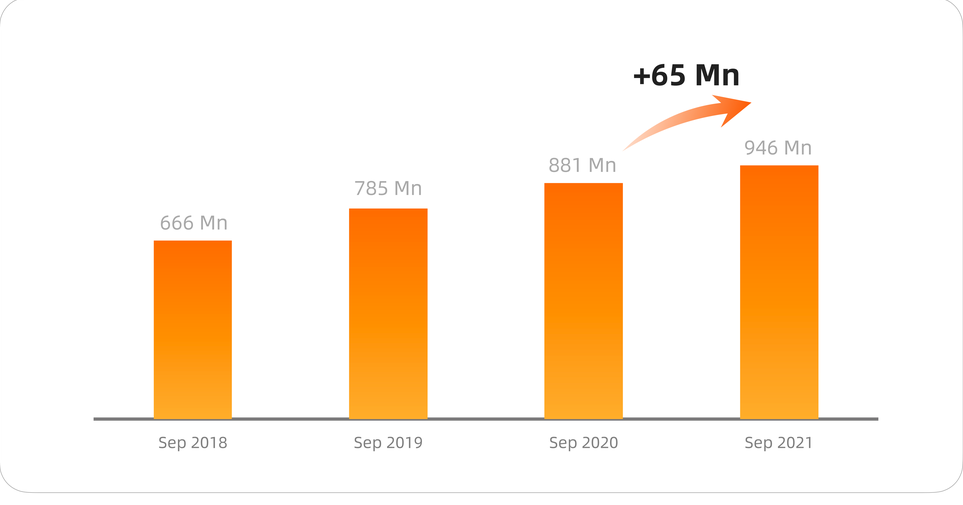
商家高质量可持续经营

Rapid User Growth

平台用户规模快速增长

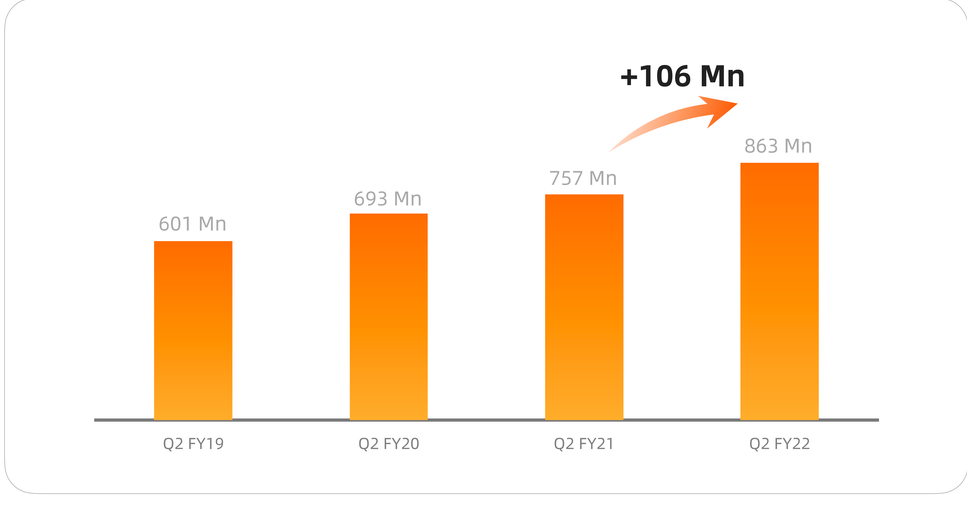
946 Million Mobile MAUs[1]

中国零售市场MAU达9.46亿



863 Million AACs[2]

中国零售市场年度活跃消费者达8.63亿



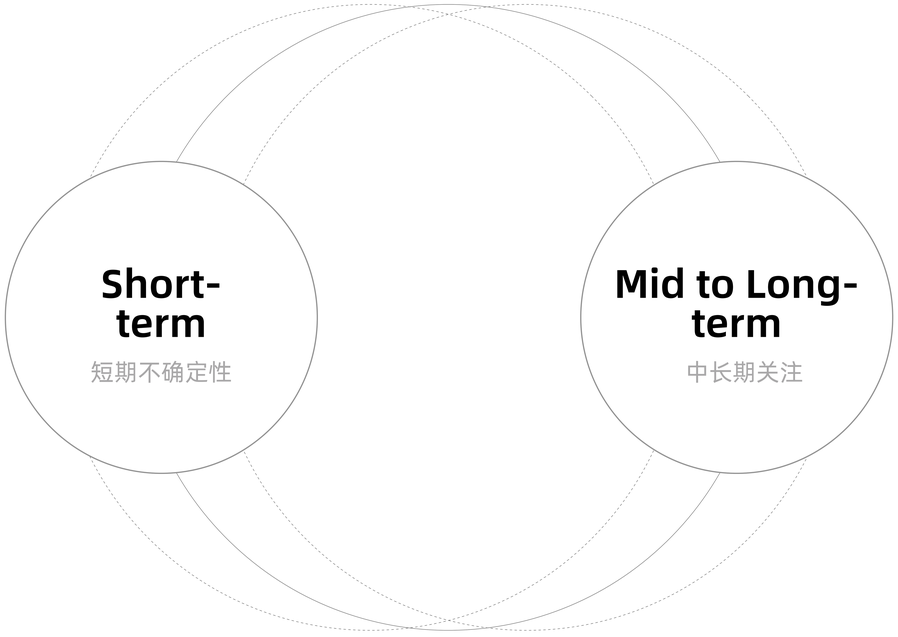
Notes:

1. Mobile monthly active users (MAUs) on the China Retail Marketplaces. 'Monthly active users' are, in a given month, to the number of unique mobile devices that were used to visit or access certain of our mobile Apps at east once during that month.
2. Annual active consumers (AACs) on the China Retail Marketplaces for the twelve-month period ended on the last day of each quarter. 'Annual active consumers' are to user accounts that placed one or more confirmed orders through the relevant platform, regardless of whether or not the buyer and seller settle the transaction.

Market Uncertainties

平台面对的市场不确定性

- Impact of COVID-19 on Consumption Growth
  疫情对消费增长的影响
- Global Supply Chain Challenges
  全球供应链的挑战
- Regulatory Policies
  监管政策



- Fast-changing Consumer Demands
  快速变化的消费者需求
- Market Competition
  市场竞争

Opportunities by Consumer Segment

基于用户分层的平台发展机会

Young Consumers: 15-24 years old

新生消费力量：15-24岁

Population Penetration[1] **~90%**
人口渗透率

High ARPU Growth
ARPU增长迅速

Core Consumers: 25-44 years old

主力消费人群：25-44岁

GMV Contribution[2] **~70%**
GMV在大盘中占比

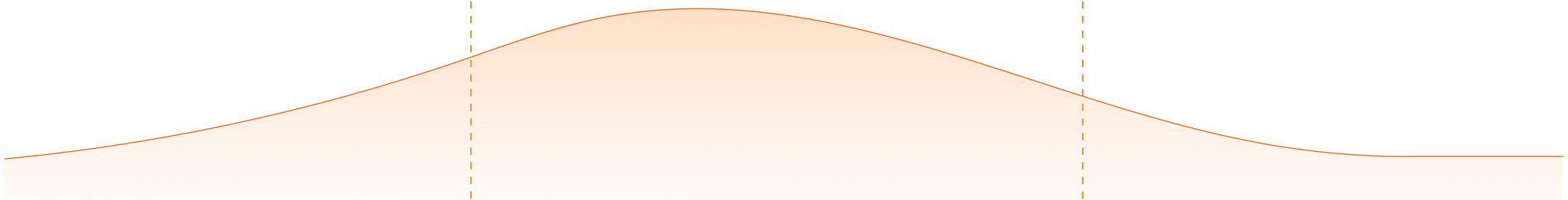
AACs Retention[3] **90%+**
次年AAC留存率

Older Consumers: ≥45 years old

中老年消费人群：45岁及以上

YoY Consumer Growth[4] **35%+ YoY**
用户规模同比增长

Lower ARPU, Price Sensitive
ARPU较低，价格敏感



Notes:
1. Percentage of the total population of 15-24 year-olds in China, who were annual active consumers on the China Retail Marketplaces as of Sep 30, 2021, based on population data from the National Bureau of Statistics of China.
2. GMV contribution from 25-44 year-old consumers on the China Retail Marketplaces for the last twelve-month period ended Sep 30, 2021.
3. Retention rate of annual active users (AACs) on the China Retail Marketplaces in the period from Sep 30, 2020 to Sep 30, 2021.
4. YoY growth in the number of annual active consumers ≥45 years old on the China Retail Marketplaces for the twelve-month period ended Sep 30, 2021.

Young Consumers: Fast Evolution to Core Consumers within 4-5 Years

新生消费力量：消费快速提升，4-5年成为主力消费人群

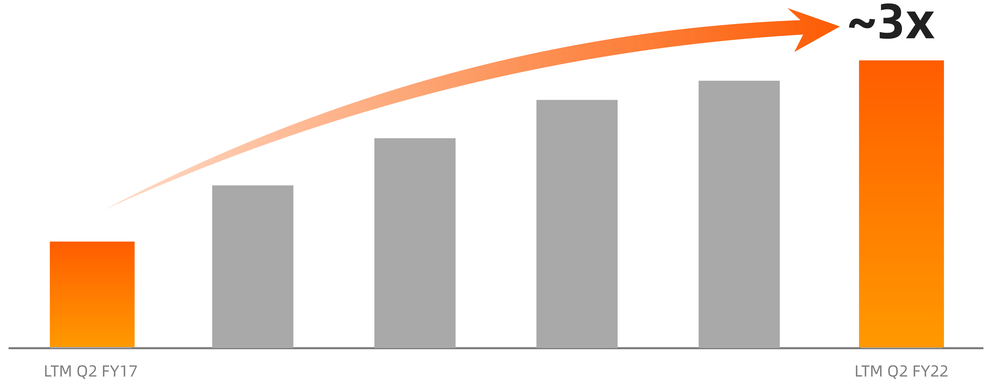
Young Consumer ARPU Growth: A Five-year Cohort Analysis

年轻消费者ARPU增长：近五年用户组群分析

Top Categories in 2016

2016年头部类目

- Cosmetics and Personal Care 个护美妆
- Consumer Electronics 消费电子
- Books 图书
- ...



Growth Categories (2016-2021)

2016-2021消费增长类目

- Home Decor 家装
- Auto 用车
- Alcoholic Beverages 酒水
- ...

Core Consumers: High Purchasing Power for Quality Life

主力消费人群：高购买力与品质生活

Higher ARPU Compared to average[1] **~1.4x**
ARPU为大盘平均

Consumption in More Categories
Compared to average[2]
购买品类数为大盘平均
~1.3x

New Launches
Luxury Goods
Premium Services
…

Demand for Diversified Supplies
更丰富的品类供给

Demand for Quality
更优质的商品和服务



88VIP Members
88VIP群体

ARPU of 88VIP Members
Compared to average[2] **~8x**
88VIP的ARPU为大盘平均

Strong Consumption Boost
提升消费水平

One-year ARPU increase after joining[3]
开通后，年ARPU同比增长
↑ ~30%

High Retention
高用户粘性

Renewal rate within 7 days from expiry[4]
7日续费率
80%+

Notes:
1. ARPU of the 25-44 year-old consumer segment was about 1.5 times the overall ARPU on the China Retail Marketplaces for the last twelve-month period ended Sep 30, 2021.
2. Physical and virtual goods ARPU for the last twelve-month period ended Sep 30,2021.
3. Physical goods ARPU for the last twelve-month period ended Sep 30, 2021.
4. For the month of Sep 2021.

Fast Growth of High-value and Loyal Consumers

高价值忠诚会员快速提升

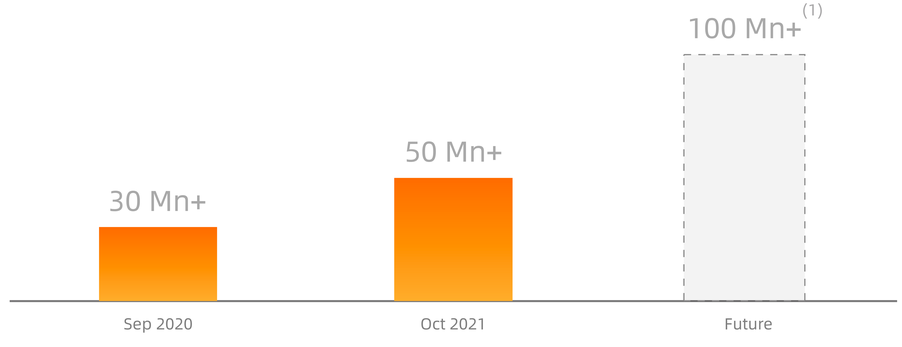
Number of Paid Members

付费用户规模

88VIP

\+

Taobao Pass



Note:
1. Based on internal estimation.

Older Consumers: A Rapidly Growing User Group with High Price Sensitivity

中老年消费人群：增长迅速但价格敏感

Accelerating Adoption of E-commerce due to COVID-19

疫情加速中老年群体线上化

AAC Growth of Older Consumers[1]

中老年消费者AAC

35%+ YOY

Clear Preference for Value-for-money Goods and Promotions

关注商品性价比，易被营销吸引

Value-for-money Products

- Tissue Paper
- Trash Bags
- Groceries
- Slippers
- Staple Foods
- Bedding

Value-for-money Programs

红包签到

Daily Check-in Incentive Scheme

聚划算 汇聚

Juhuasuan M2C

天天特卖

Everyday Low Price

Further Potential for Offline-to-Online Conversion

具有从线下迁移到线上的消费增长潜力



Older consumers still prefer offline shopping.



We have launched offline shopping points to help drive conversion.

Note:
1. YoY growth in number of annual active consumers (AACs) who were 45 years old and above for the twelve-month period ended Sep 30, 2021.

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02 Category and Product Supply Expansion

多元供给与品类发展

03 Consumer Experience Upgrade

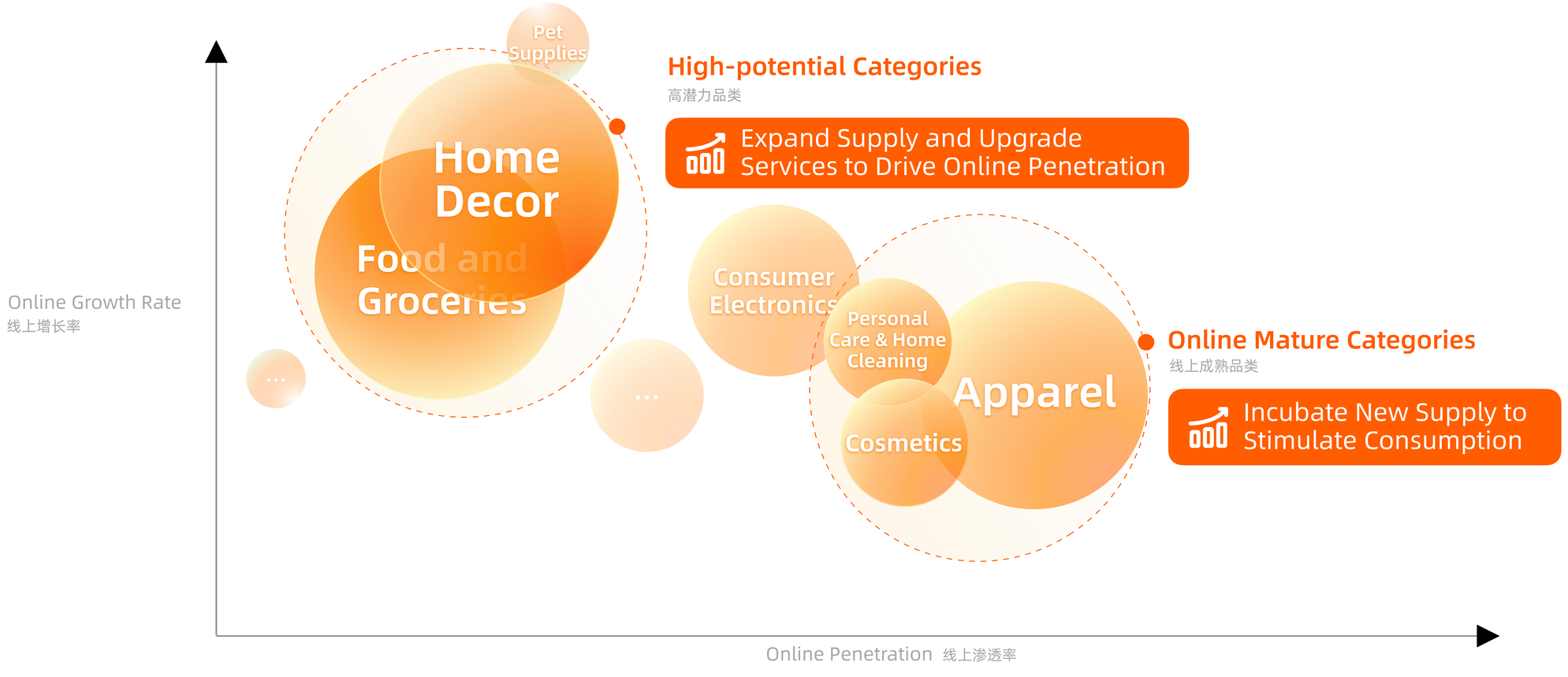
消费体验升级

04 High-quality and Sustainable Business Platform for Merchants

商家高质量可持续经营

Future Growth Opportunities by Category

品类成长机会



Note:
The size of bubbles roughly represents the market size of each category, as estimated by Alibaba based on internal and external data.

Home Decor: Online Experience and Offline Services Upgrade

家装：线上体验与线下服务升级

Online Experience Innovation

线上体验创新

3D样板间

3D Showroom Content[1]

YoY Increase

在线3D内容数同比增长

↑ ~9x

Daily GMV from 3D Showroom[2]

YoY Increase

日均直接引导进店GMV同比增长

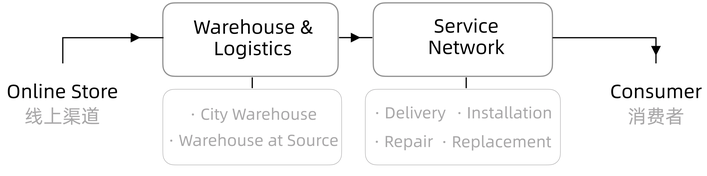
↑ ~200%



Delivery and Installation Service Upgrade

配送及安装服务体系升级

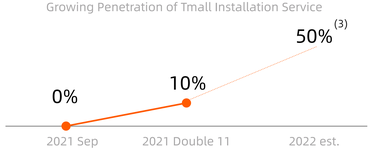
Tmall Delivery and Installation Services



Example: Ergonomic Desk for Children







Notes:

1. YoY growth in number of 3D-modeled home decor products, Sep 30, 2021 vs Sep 30, 2020.
2. YoY growth in average daily GMV of paid orders from 3D Showroom, Sep 1-30, 2021 vs Sep 1-30, 2020.
3. Estimation for December 2022 based on internal data.

Apparel: Define Trends and Innovate Consumption Experience

服饰：定义时尚潮流，提升消费体验

Leading Consumption Trends with Rich and Diverse Supply

多元商家与商品，持续引领新消费增长

Rich Supply

多元供给



Diverse Trends

多样潮流

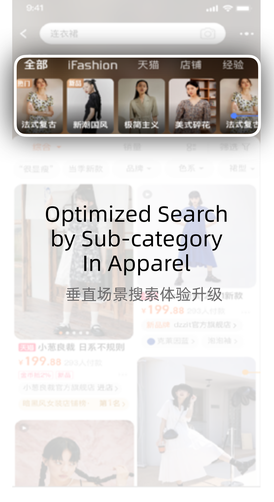


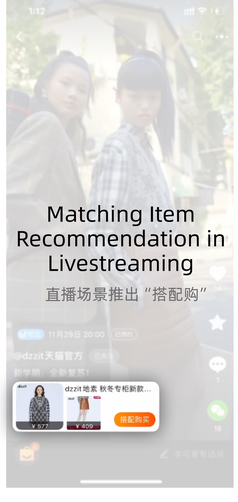


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Enriching Consumption with Experience Innovation

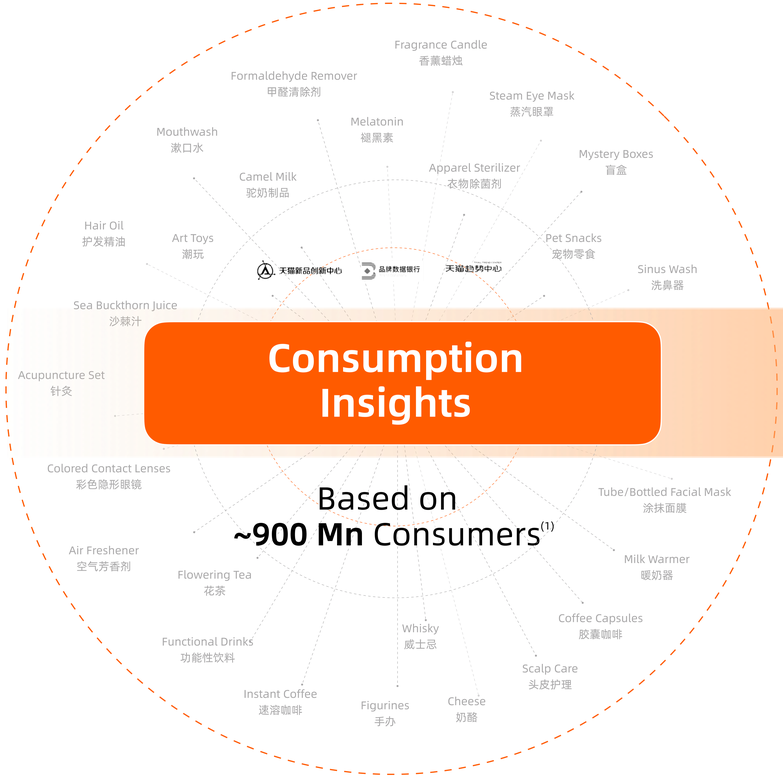
消费体验升级





FMCG: New Supply Incubation Drives Lifestyle Upgrade and Consumption Expansion

快消：新供给孵化带来生活方式升级及消费增量



Consumption Insights

Based on
~900 Mn Consumers[1]

New Brand Incubation
New Category Incubation

Dr. ALVA 

Full Of Hope 

ibaby 

Neck Mask
⬆ ~40% YoY [2] 

Motion Sensor Trash Can
⬆ ~90% YoY [2] 

Condensed Liquid Coffee
⬆ ~240% YoY [2] 

Lifestyle Upgrade

更多生活方式

Consumption Expansion

消费增长

Notes:
1. Number of annual active users (AACs) on China Retail Marketplaces for the twelve-month period ended Sep 30, 2021.
2. YoY Growth in GMV for the last twelve-month period ended Sep 30, 2021.

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Consumer Experience Upgrade

消费体验升级

Consumer Scale and Demand

消费者规模与需求

“1+X” App Strategy

多端战略

Consumer Engagement

消费者互动

Content and Entertainment Strategy

内容与娱乐互动战略

Consumption Experience

购买体验

Vertical Search and Open Ecosystem

垂直搜索与开放生态

Long-term Value Creation for Consumers

消费者长期价值提升

“1+X” App Strategy

多端战略

Taobao App

+

Idle Fish

DianTao

Higher Stickiness

更高用户粘性

Increased MAU Retention[1]

使用多个App，有效提升用户在手淘端月留存率

User Group: Taobao + 1X App

↑ ~6pt

User Group: Taobao + 2X Apps

↑ ~7pt

Differentiated Supplies

差异化供给

Professional Sellers on Idle Fish Who are not Taobao Store Owners[2]

~6 Mn



Hanfu
汉服



ACGN Figurines
二次元手办



Secondhand Musical Instruments
二手乐器

...

More Engagement and Spending

更多时长与消费

Livestreaming View Time[3]

after Installing DianTao App

↑ ~50% per user

Livestreaming Purchase Spending[3]

after Installing DianTao App

↑ ~40% per consumer

Notes:

1. Improvement of monthly active user (MAUs) retention rate on Taobao App from Aug 2021 to Sep 2021, for users of Taobao App only vs users of Taobao App + one additional App, and users of Taobao App only vs users of Taobao App + two additional Apps.
2. For the twelve-month period ended Sep 30, 2021.
3. Increase observed in A/B testing.

Content & Entertainment Strategy: Taobao Live

内容与互动娱乐战略: 直播

Share of Livestreaming GMV: Merchant Livestreaming[1]

商家自播GMV占直播总GMV

~60%

Merchants
商家直播

Juhuasuan-operated Channel
聚划算官方直播

MCN/KOL
机构/达人直播

Taobao Live Ecosystem
淘宝直播生态

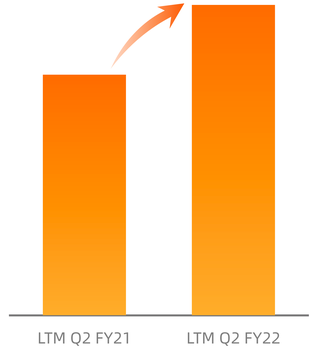


LiveStore: Livestreaming + Flagship Store

直播内容+品牌旗舰店的深度融合

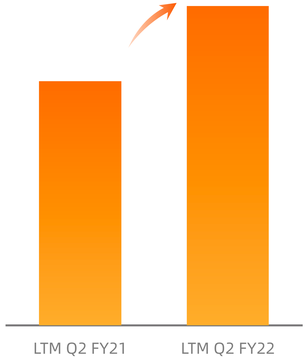
Annual Viewers
年直播用户数

+62 Mn



Average Spending[2]
直播用户平均消费

+30%



Notes:
1. For the twelve-month period ended Sep 30, 2021. YOY increase in average spending for paid ARPU from livestreaming per consumer for the last twelve-month period ended Sep 30, 2021.
2. YoY increase in average annual purchase spending from livestreaming per consumer for the last twelve-month period ended Sep 30, 2021.

Content & Entertainment Strategy: Short Video

内容与娱乐互动战略: 短视频

Content Supply Growth

更多内容供给



2 Mn+ Creators[1]



400 K+ Influencers[1]

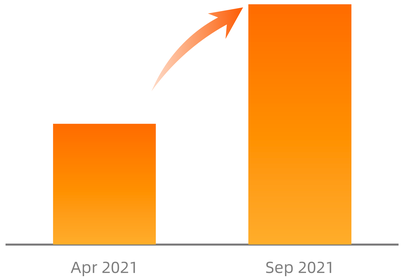


270 K+ Merchant Partners[1]

Daily Uploads

日均新增短视频量

~100%



Rapid GMV Growth

GMV快速增长

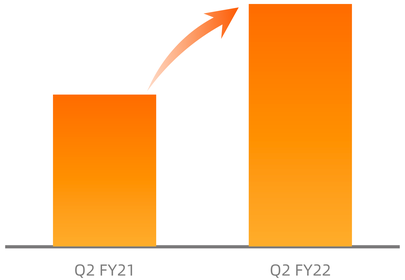
Consumer Reach

- Search
- Feeds
- Entertain
- "Subscription"
- Item Page
- ...

GMV from Short Videos[2]

短视频进店支付金额

~50%



Notes:
1. As of Sep 30, 2021.
2. GMV of paid orders from short videos.

Content & Entertainment Strategy: Interactive Entertainment

内容与娱乐互动战略：娱乐化互动产品

Average Daily Paid Orders [1] 日均引导成交单量	1 Mn+
Annual Advertising Revenue [2] 年度商业化收入	RMB10 Bn+
Average Daily Time Spent per User [1] 用户日均停留时长	↑~50% YoY



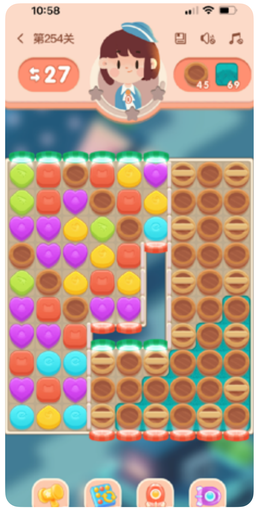
Taobao Life
淘宝人生



Taobao Points
金币小镇



Taobao Pet Farm
小流浪旅社



Taobao Color Crush
省钱消消消

Notes:
1. For the month of Sep 2021.
2. For the twelve-month period ended Sep 30, 2021.

Vertical Search and Open Ecosystem

垂直搜索与开放生态

Optimized Search Results by Category

垂直场景搜索体验升级



Query: Sofa

关键词：沙发



Query: Cold Relief

关键词：感冒药

Purchase Conversion Rate from Search

搜索购买转化率

Innovative Interaction

互动体验升级



Gesture Interaction

手势互动



AI Skin Counseling

虚拟检测

Enhanced Consumer Engagement[1]

消费者互动提升（单日互动次数）

~13 Mn

Sessions/Day

Note:

1. For the month of Sep 2021.

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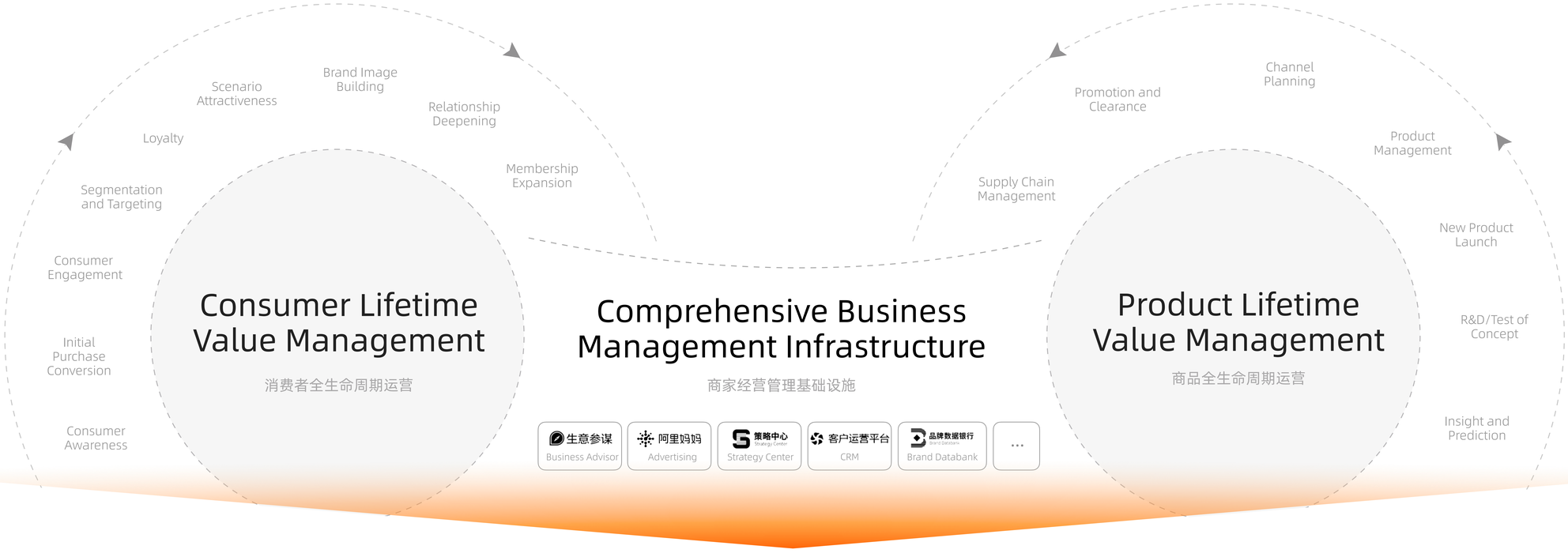
消费体验升级

04 **High-quality and Sustainable Business Platform for Merchants**

商家高质量可持续经营

High-quality and Sustainable Business Platform for Merchants

平台为商家提供高质量可持续经营的土壤



Long-term Value Creation for Merchants

商家长期价值提升

Bringing Greater Value to Merchants Throughout the Consumer Lifecycle

消费者全生命周期经营为商家带来更大价值

New Consumer Acquisition 获取新客

Loyal Consumer Expansion 扩大老客

Consumer Value Increase 提升消费者价值

New AACs by Category LTM[1]

过去一年各主要品类新增AAC

~120 Mn
Apparel & Accessories
服饰

~110 Mn
Home Furnishing
家装

~150 Mn
FMCG
快消

~110 Mn
Consumer Electronics
消费电子

Increase in Store Loyalty Program Members[2]

店铺会员总量增长

↑ ~50% YoY

Monthly Spending of Tmall Store Loyalty Program Members versus Store Average [3]

天猫店铺会员月消费相较于全店平均

>2x

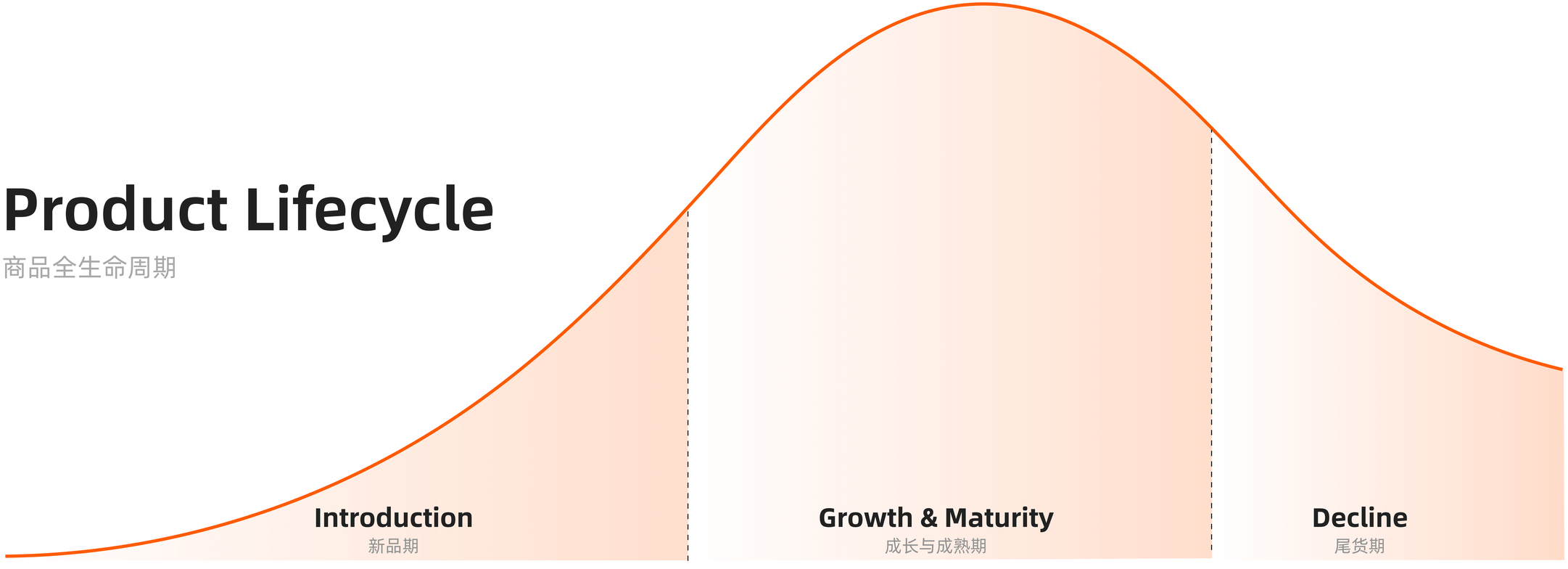
Notes:
1. New annual active consumers (AACs) by category for the twelve-month period ended Sep 30, 2021.
2. YoY growth in number of total store program members, Sep 30, 2021 vs Sep 30, 2020.
3. For the month of Sep 2021.

Optimization of Product Lifetime Value

商品全生命周期价值最大化

Product Lifecycle

商品全生命周期



Optimization of Product Lifetime Value

商品全生命周期价值最大化

	Introduction 新品期		Growth & Maturity 成长与成熟期	Decline 尾货期
	Insight and Prediction	R&D/Test of Concept	New Product Launch	Product Management	Promotion and Clearance
Insight Tools 数据/产品工具	天猫趋势中心 THALL TREND CENTER 策略中心 Strategy Center 天猫新品创新中心	天猫新品创新中心	生意参谋 客户运营平台 策略中心 Strategy Center 品牌数据银行 Brand Databank 达摩盘	品牌数据银行 Brand Databank 策略中心 Strategy Center 生意参谋 达摩盘
Marketing Tools 内容/营销推广		天猫U先	天猫小黑盒 淘宝直播 云发布会 天猫超级新秀	聚划算 天猫全球狂欢节 天猫超级品牌日 天猫超级品类日	天猫奥莱 大牌特卖 好货不贵 聚划算
Production Solutions 生产制造			犀牛智造 Alibaba Design ...		

Optimization of Product Lifetime Value

商品全生命周期价值最大化

New Product Incubation 新品孵化 → **New Product Introduction** 新品推广 → **Sales Scale Up** 商品爆发

Percentage of New Products[1]

在线商品中新品占比

↑ ~6pt YoY



DICKIES
Baseball Uniform



NIVEA
Neck Cream

Percentage of New Products with Active Sales[2]

新品动销率

↑ ~16pt YoY

天猫小黑盒　TMIC 天猫新品创新中心　天猫U先

Number of Products with Annual Sales > RMB100 Mn[3]

年销售额过亿的超级单品数量

↑ ~20% YoY



Narwal
Floor Scrubber



Zhuben
Makeup Remover

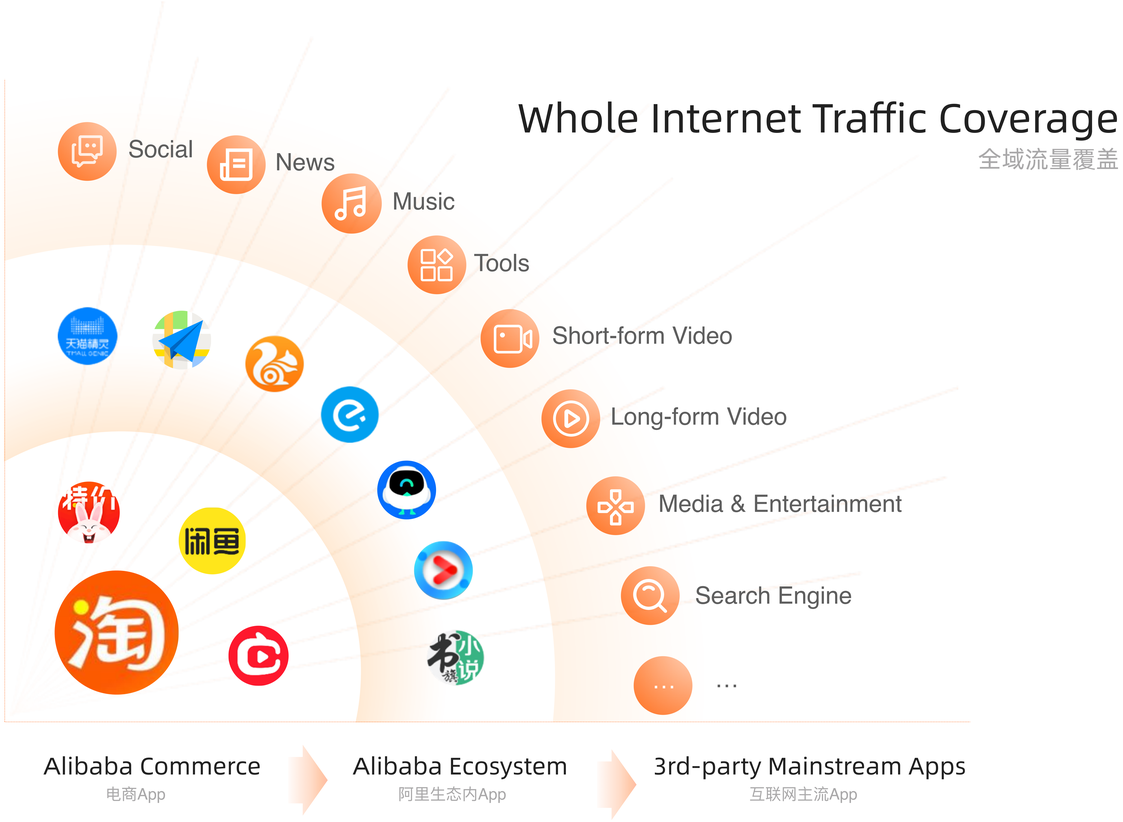


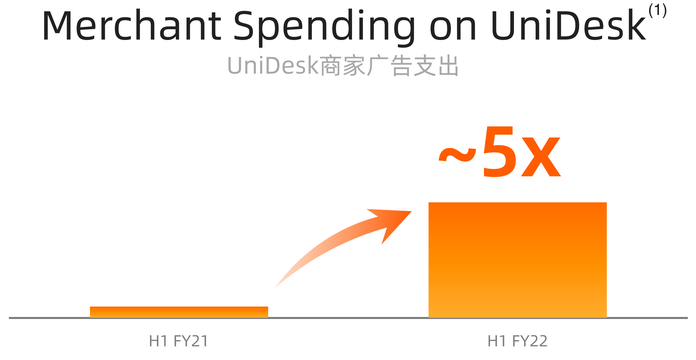
Wyeth illuma
Milk Powder

Notes:
1. Percentage of new products within the total number of products being sold on Tmall, Sep 30, 2021 vs Sep 30, 2020.
2. Percentage of new products with active sales within the total number of new products being sold on Tmall, Jul 1 to Sep 30, 2021 vs Jul 1 to Sep 30, 2020.
3. YoY growth in total number of products with annual sales > RMB100 Mn for the twelve-month period ended Sep 30, 2021.

Optimized Omni-channel Advertising Platform: UniDesk

全域覆盖的广告平台：UniDesk





Note:
1. For the six-month period ended Sep 30, 2020 and Sep 30, 2021.

Milestone Upgrade of Alimama Advertising Platform: WanXiangTai

广告平台重大升级：万相台

New Model

Product-based 产品驱动

Stand-alone Advertising Products

超级钻展 Display Ads | 直通车 Search Advertising | 超级推荐 Super Recommendations | ...

Manual Operation by Merchant

Real-time Bidding 实时竞价 | Private Marketplace 合约报量 | oCPC 优化点击出价 | ...

Each Campaign in a Silo

Marketing Programs | Search | Content Programs | ...

Business Target-driven 经营目标驱动

Integrated Business Management Platform

Consumer Management 消费者运营	• Leads Acquisition • Consumer Acquisition • Brand Membership Sign-up
Product Management 货品运营	• Design Test • Product Launch • Product Acceleration
Marketing Campaign 节促运营	• Pre-campaign Warm-up • Sales Acceleration
Content Marketing 内容营销	• Livestreaming • Short Video
...	

Algorithm Powered

AI-based One-stop Optimization

Smart Allocation of Merchant Ad Spend

Search | Recommendation Feeds | Marketing Programs | Content Programs | Interactive Entertainment | 3rd Party Traffic | ...

From Advertisement Placement to Business Empowerment

从广告到经营

ROI Increase AI智投ROI提升 **30%+**[1]

Note:

1. Increase observed in A/B testing. ROI refers to GMV generated per dollar of advertising spending.

SMB Support Program

中小商家普惠计划

Merchants to be Covered [1] (FY22)

FY22预计覆盖商家数

1 Mn+

New Entrants to the “Million-RMB Club” [2] (LTM Sep 2021)

淘宝新增年销过百万商家数

~150 K

Some Successful New Merchants who Joined Taobao in 2020/2021

2020/2021年新入驻淘宝商家优秀案例



Merchant: 任小艺Lit e mode
Women’s Clothing

Explosive Growth – from 0 to RMB133 Mn in 6 months



Merchant: 1STXULIE序列构造，
Jewelry

Path Switch – from furniture designer to jewelry designer



Merchant: 否则xbreak独立设计
Bags

Youth Startup – founded by post-95 independent designers



Merchant: 谜凰人形
ACGN

Craftsmanship – making ball-jointed dolls



Merchant: Springhill户外
Sports and Outdoor

Niche Market Startup – a camping brand popular among young consumers

Notes:

1. Estimated total number of merchants who will benefit from “Taobao New Merchant Program” and “Taobao Merchant Growth Program” for the twelve-month period ending Mar 31, 2022 (expected.).
2. Number of merchants who achieved annual GMV of RMB1 Mn or higher for the first time in the twelve-month period ending Sep 30, 2021.

Marketplace &
Consumer Growth
平台与消费者成长

Category and Product
Supply Expansion
多元供给与品类发展

Consumer
Experience Upgrade
消费体验升级

High-quality and Sustainable
Business Platform for Merchants
商家高质量可持续经营

Long-term Value Creation for Customers Drives Sustainable Growth


To Make It Easy To Do Business Anywhere
让 天 下 没 有 难 做 的 生 意
Alibaba